

Office of the Deputy Director (Support)

1. Special Support Assistant

The SSA-DD/S has made notable progress in (a) developing more effective working measures between operational and support components thus making it possible to redelegate to Division or field level many authorities originally placed upon SSA-DD/S; (b) eliminating or lightening the support aspects of the administrative workload of the Area Divisions; and (c) evolving a smooth functioning system for ensuring the support required by individual projects (through Admin Plans and other support annexes).

2. Special Planning Assistant

a. Two years ago the Support components were far behind the Clandestine Services in planning necessary to assure the support of the CS and all other elements of CIA. During the period of this report most significant progress has been made in the DD/S planning effort. The coordination between personnel of the DD/P staffs and divisions and DD/S opposite numbers has materially improved. DD/S contributions to DD/P plans has reached a satisfactory state and it is only a time factor until DD/S planning will parallel the operational planning in all fields.

b. The Agency has an emergency relocation site, maintained on a "ready" basis. The facilities have been tested and are satisfactory as constituted. The site is planned to accommodate approximately employees. We are now studying means to accommodate a much larger force.

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1. **Records Disposition.** The Records Management Staff has now succeeded in establishing 90% of all Headquarters Records Disposition Schedules for records retirement to the Records Center, destruction or retention. During the reporting period, records retired to the Inactive Records Center totaled 6,908 cubic feet; a 28% step-up over the previous six months. This accomplishment added to the previous accumulation started in 1951, makes a grand total of 44,825 cubic feet of records retired to the Inactive Records Center. If this amount of records were held in office space at headquarters, the Agency would have had to invest \$1,972,256. in safe filing equipment. The six month period referred to above avoided equipment expenditure of approximately \$304,000.

2. **Business Machines Service.** In order to provide greater assistance to all organizations in the Agency in the mechanizing of their administrative efforts, two new specialists in the utilization of business machines were added to the Management Staff. (Machine utilization leadership now is composed of a four-person unit.)

3. **G&M Activities.** During the six-month period completed studies totaled 250. Of these, 174 were minor T/O's, 39 major T/O's and 37 miscellaneous substantial studies. This last group resulted in improved organizational structures, simplified procedures, work simplification, utilization of mechanical aids, etc. The most rewarding were (a) Management survey of the Acquisitions Branch, CIA Library; (b) Management survey of CIA Watch Office; (c) Survey of Procedures for Deprocessing Separating Agency Employees; (d) Study of Feasibility of Using Electronic Computer in Supply Division; (e) Study of Processing Clandestine Information Reports; (f) Study of Procedures for Routing of Dispatches in DD/P; (g) Study of the Work Backlog in Records Integration (FI/DDP); (h) Study of Distribution of Sensitive Cables in DD/P; (i) Assistance to Consultants in Analyzing Library Operations; (j) Study of G&M Reorganization, and (k) Survey of Administrative Staffs of all DD/I Offices.

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Medical Staff

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1. During this period, the selection and preventive medicine programs at headquarters reached a higher workload peak, manifested by monthly averages of 614 physical examinations, 874 X-rays, and 3,519 immunizations. Greater utilization of professional personnel was effected through the delegation of medico-administrative functions to a Medical Registrar Branch. Overseas, direct clinical support was provided by Agency Medical personnel and facilities at [redacted] field stations. The regionalization of medical support was further developed through area medical officers at [redacted] and [redacted] for the broad areas of Europe, Middle East and Far East respectively. Based upon a six-month survey of Southeast Asia by a headquarters physician, plans were initiated to establish this fourth area of regional support.

2. Psychiatric Program. During the reported period, 362 examinees per month were screened to determine emotional suitability, 42% of these being interviewed subsequently by a psychiatrist or psychologist. Eleven psychiatric cases were evacuated from overseas and appropriate treatment provided or arranged. [redacted]

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[redacted]
Office of Training.

3. Dependents' Medical Program. In keeping with the general Federal Government recognition of the need for medical care of dependents overseas, the Medical Staff formulated a program designed to formalize pre-embarkation dependent medical examinations, area health indoctrination prior to departure, and procedures to facilitate the payment of hospitalization costs for illnesses incurred overseas. Initial implementation steps have been taken.

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[redacted]
5. Medical Supply. More efficient and economical utilization of technical supplies and equipment was effected through the standardization of Agency Medical material.

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4. The quality and effectiveness of financial support and control has been improved by: increasing assignments of Comptroller trained personnel to more stations and/or including small stations under an area or regional Finance Officer for technical support and assistance; developing a simplified accounting procedure for use by small stations; and, in conjunction with OTR, developing a specialized training course in financial reporting and control for administrative officers and others who will handle finances at small stations not having assigned technical personnel.

5. Considerable amount of manual posting, computing, and rechecking of typed reports has been eliminated by adoption of electric accounting machine methods to: maintain certain ledger accounts; process Agency periodic step-increases; prepare Agency personnel strength reports; record and report annual leave; record statistical and historical data for pertinent claim information; and control and reporting of Agency-owned vehicles.



7. The current workload of the Industrial Contract Audit Branch, Finance Division, includes the processing of invoices for payment on more than 200 active procurement contracts and performing in excess of 500 audit assignments on various research orders, task orders and work orders. Payments to contractors are being effected quickly and efficiently and we are still improving our payment procedures. During the past two years the work of the Branch has been brought to a current



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Office of Logistics

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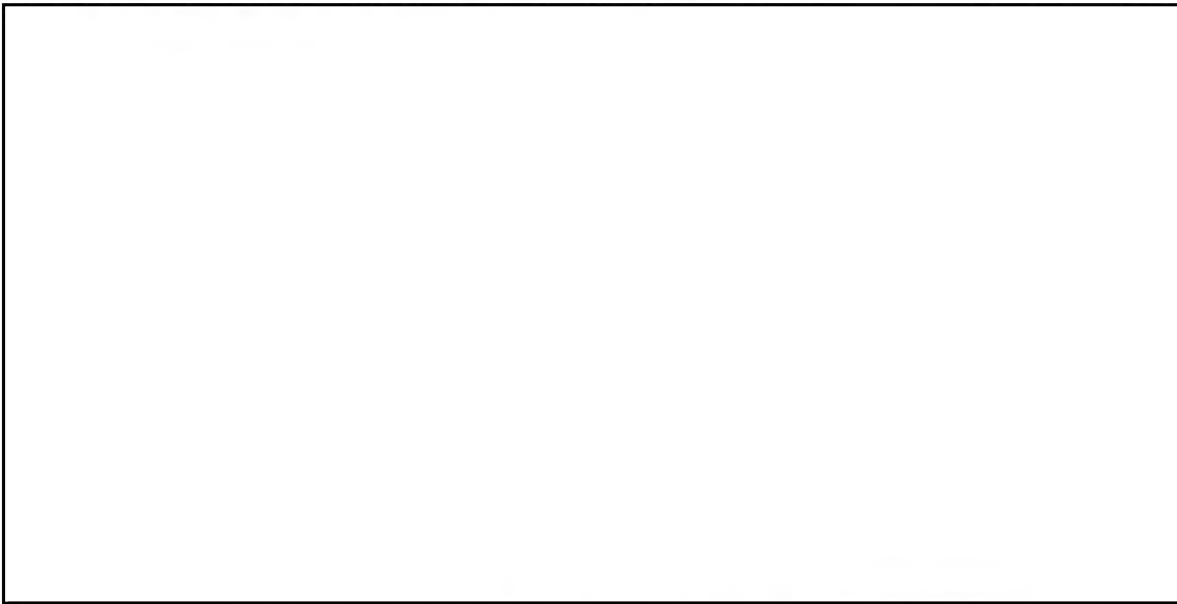


a. Supply

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(1) Removed Agency material from a station of joint
[redacted] tenancy to an Agency-controlled location effecting
an annual saving of approximately \$432,000.00.

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(2) The new Headquarters building is proceeding according to schedule. We expect to start site development work this Fall and to let a construction contract for the building in Spring or Summer of 1958. Due to rising construction costs since we received our appropriation and other factors, we will be unable to construct for the \$46 million authorized a building adequate to accommodate all of our headquarters activities and personnel. Unless Congress at some later date authorizes additional funds, it will be necessary to accommodate some of our activities and personnel elsewhere in the Washington area.

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c. Transportation. Sea and air transportation was arranged for 6,514 overseas shipments of Agency material and for [] shipments of personal effects for employees on permanent change of station to or from overseas.

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d. Printing Services. The Printing Services Division assumed operational control of a printing facility formerly operated by the Government Printing Office, thus centralizing all Agency printing services under the Office of Logistics.

e. Procurement.

(1) The dollar value of procurement during the period covered by this report was []. This figure represents a dollar procurement increase of [] over the same period in 1955-56.

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(2) Covert procurement methods have been improved and our base of qualified and cleared contractors and suppliers broadened.

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g. Logistics Emergency Planning.

(1) A Logistics appendix to the Unconventional Warfare Annex of the Joint Strategic Capabilities Plan was developed by representatives of this Office and the JCS. This appendix provides for reciprocal support in wartime. Implementation of the provisions of this plan are being made at the Departmental and field levels of command.

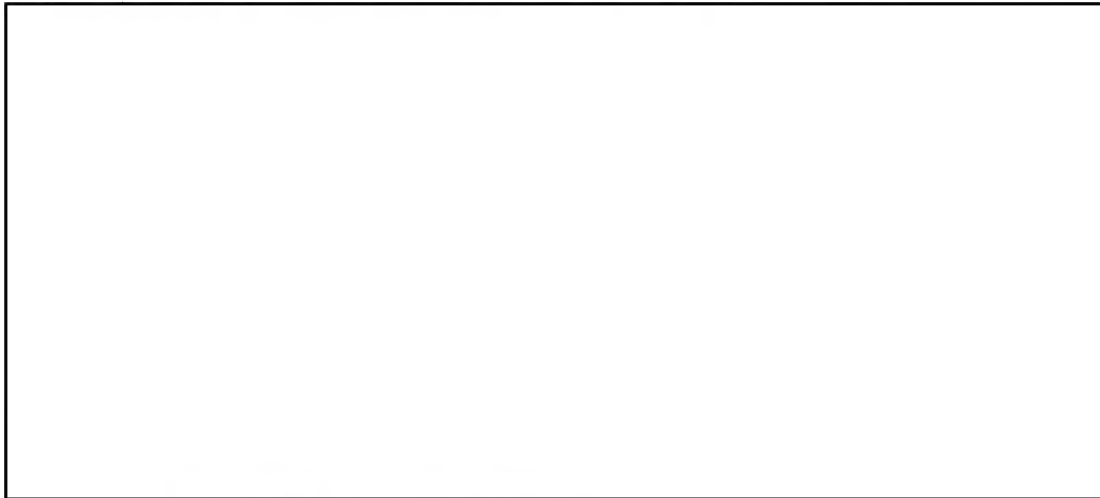
(2) A Logistics appendix to the Global War Plan is being developed. This plan will provide logistic support guidance to CIA field components in both Active and Inactive theaters of war.

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Office of Personnel

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1. Number, location and category of all personnel being compensated by funds allocated to the Agency.



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2. Attrition and Recruitment.

a. During the past two years, the attrition of civilian personnel has been fairly constant at a rate of 1% per month for all categories. The attrition rate in administrative and clerical groups at junior level (GS-6 and below) is approximately 2% annually, and in the professional groups (GS-7 and above) averages 3% annually.

b. Recruitment is devoted primarily to meeting attrition. The Agency's recruitment effort is concentrated at present on the following groups: clerical, communications specialists, economists, physicists, chemists, engineers and language and area specialists. While CIA's annual needs are not large, recruiters encounter increasing competition from industry for qualified top-flight college and university graduates. The high professional and security standards set by the Agency add additional difficulties to the fulfilling of our requirements. For example, about 7 applicants are considered for each person who enters on duty in the clerical field; about 14 in the area of junior communications technicians; while among candidates for the Junior Officer Training Program, where the competition is most severe, the ratio is as high as forty to one.

3. Areas of acute shortage of personnel. The Agency is faced with the same general personnel shortages in clerical, scientific, and technical fields as is the Federal Government and the country at large. Currently, the following categories of personnel are in short supply: electronic engineers and technicians, mechanical engineers, scientific (chemists, physicists, nuclear physicists, metallurgists, and specialists in the fields of medicine and biology), guided missile experts, and certain types of language and area specialists for the Far East, Middle East, Central Europe and Africa.

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4. Concrete steps toward over-all reduction of personnel.

a. While the Agency is opening new stations, accepting additional assignments and greater responsibilities, we are nonetheless attempting to effect strength reduction as indicated in the budget presentation. In addition, efforts are being made to select out individuals of sub-standard performance in order to constantly improve the caliber of career employees. As of 1 July 1954, the CIA Career Staff was established. The criteria for selection into the Career Staff are: 3 years of service with CIA, acceptable performances and conduct, and intent to make a career in the Agency. As of 30 April 1957, [redacted] employees were

[redacted] has been selected as a member of the Career Staff has had his total record with the Agency reviewed by his supervisors, the head of his Career Service, and has been passed on by the Agency-wide Selection Board appointed by the Director. Employees are periodically evaluated (at least once a year) as to performance, suitability, and potential through a formal system of Fitness Reports. An unsatisfactory Fitness Report is followed by efforts to salvage the employee through training or reassignment and, if this is not successful, he is separated for inefficiency or cause or he is advised that it is in his best interest to seek a position elsewhere. A system of advisory boards composed of senior officials of the Agency is used to assure fair and equitable treatment to all employees and to avoid violation of their rights. In critical cases, the Agency uses the authority conveyed to the DCI by Section 102(c) of the National Security Act of 1947 to terminate the employment of persons whenever he shall deem it necessary or advisable in the interest of the United States.

b. From 1 July 1954 to 28 February 1957, 69 individuals were involuntarily separated from the Agency for cause (including the following six reasons): security disapproval, medical disapproval, abandonment of position, failure to qualify, inefficiency, and financial irresponsibility. In addition, in the same period, over 800 individuals have voluntarily resigned after having been advised that they were deemed unsuitable for continued work in CIA.

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1. Investigative Activities

a. During the reporting period, 12,053 investigative cases were handled. These consisted of 3,403 Staff Applicants which were full field investigations and 8,650 candidates for covert clearances, some of which were restricted to record checks only. This represents an increase over the same period in 1955-1956 of 294 Staff Applicants and 2,241 candidates for covert clearances. In addition, 3,523 investigations restricted to name checks were conducted at other Government agencies.

b. Substantial investigative effort was directed to the support of Agency clandestine operations. This included the establishment of [redacted]

the conducting of 61 protective escort missions within the U.S. and to foreign countries; and 560 miscellaneous specialized support investigations.

2. Terminations for Reasons of Security

a. During this period, 86 persons were removed from Agency rolls for security reasons, of which 75 were removed prior to their being assigned to the positions for which they had been selected. Only 11 had actually assumed their duties at the time the disqualifying information was obtained. (Only the eleven stated here are included in the separation figures reported by the Office of Personnel.)

b. Of the 86, the greatest number consisted of persons with a record of acts of sexual perversion, totaling 59. The next largest group consisted of 7 persons with past records of criminal activity. Only one person was separated because of loyalty questions. However, this person was separated from the Agency prior to being assigned any sensitive duties. The remaining 19 were disqualified for such reasons as falsification of forms, gross immorality, and questionable judgment, discretion, or character.

c. In 73 cases of the 86, the key information was either developed in or confirmed by polygraph interview.

3. Status of Counter-Audio Program

a. The counter-audio surveillance program has received continual emphasis both as to planning and action. Agency installations overseas have been instructed in reporting requirements regarding the capabilities of other nations and in their mode of operation in surveillance activities. OTR has intensified its technical training programs with increased emphasis on counter-audio surveillance techniques. Orientation in technical surveillance has been added to security briefings for new employees.

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b. NSC Directive #5618, dated 19 December 1956, established the NSC Special Committee on technical surveillance countermeasures to provide coordination and guidance in technical countermeasure fields. CIA membership on this Committee provides beneficial intra- and inter-Agency coordination on the subject.

c. Under its responsibility for all counter-audio physical and technical inspections of Agency establishments world-wide, OS has developed uniform inspection and reporting procedures to assure maximum effectiveness in the application of countermeasure techniques and research. A basic kit has been established for use in technical inspections. World-wide inspection schedules have been developed and, during the period under consideration, technical inspections have been made of facilities in various areas by OS headquarters personnel and Security Officers stationed overseas as follows:



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1. The curriculum of the Office of Training includes 129 courses of instruction. These courses are conducted by the Intelligence School, the Operations School, the Language and Area School, and the School of International Communism. Not all of these courses are offered on a concurrent basis and some are presented only as required. During the period of this report, there was an average of 55 courses in operation during each month, with approximately 600 students enrolled.

2. It is an Agency policy to devote a minimum of five per cent of the total working hours to training. During 1956 there were 24 courses offered by the Intelligence School with an annual enrollment of [redacted] the Operations School offered 18 courses with an enrollment of [redacted] the Language and Area School presented 34 courses and trained [redacted] students; and the School of International Communism trained [redacted] students.

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3. In order to provide for wide proficiency in foreign languages among Agency personnel, a Language Development Program was established on 4 February 1957. Under this Program, awards are made to those who achieve and maintain prescribed levels of proficiency. Those who undertake this program predominately on their own time will receive double the amount of awards granted to those who become proficient during duty hours.

4. One of the continuing problems facing the Office of Training is the acquisition of competent instructors, particularly in the covert training fields. These instructors must be capable of providing individual tutorial instruction to American staff and contract agents, as well as [redacted]

[redacted] The real problem facing the Agency is not whether this type of training should be undertaken but to what extent operationally experienced personnel should be assigned to this type of training activity. The Agency gains a great deal operationally by its effort to improve the professional quality of [redacted] [redacted] Covert training is conducted [redacted] overseas, and CTR is frequently called upon to provide competent instructors to participate in overseas training programs.

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5. The Junior Officer Training Program was established in 1951 for the purpose of selecting and preparing exceptionally qualified young men and women for a professional career in the Agency. The high standards for admission and the demanding requirements of the Program have been consistently maintained. Since the inception of the Program, 312 Junior Officer trainees have been accepted. Of this number, 115 have completed their training and have been assigned to various components of the Agency, 131 are currently in a training status, and only 66 have been lost through attrition.

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6. The Assessment and Evaluation Staff provides psychological services to the entire Agency. All new employees are required to take a selected battery of tests as part of the entrance-on-duty procedure. The results of these tests are used as an aid in proper placement, career development, and in planning training for each employee. Results of these tests also become a coefficient of the final report of the student's performance. Comprehensive assessments are performed on request. The Staff also provides direct assistance to instructors in the development and processing of training evaluations. In April 1957, which represented an average monthly workload, this Staff performed 175 assessments, processed 478 training evaluations, and administered a total of 5,223 tests to 846 individuals.

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